

**On Cost,  
On Schedule  
and Built for the  
Next 50 Years.**



# The Renovator

A Pentagon Renovation Program Newsletter

Vol. 7, No. 4, Fall-Winter 2002



In addition to renovating the 60-year old headquarters of the U.S. military, PENREN is charged with removing thousands of tons of hazardous material, improving safety and security, increasing energy efficiency and rebuilding from 9/11/01.

## “HARD HAT PATRIOTS” RESTORE PENTAGON

**9/11/01 - 9/11/02**

It was with great emotion, sacrifice and patriotism that the impacted portions of the Pentagon were demolished, rebuilt and reoccupied in less than one year. Strong leadership and a motivated work force enabled the Phoenix Project team to challenge convention, and reduce the schedule of the original 36-month Wedge 1 renovation, by completing reconstruction and

occupying the offices directly above the point of impact 28 days ahead of schedule on August 15, 2002.

More than 3,000 men and women put a year of their lives on hold to recover damaged office space twice the size of the U.S. Capitol building. They hauled away more than 50,000 tons of debris. They demolished 400,000 square feet of office space and rebuilt it from the ground up. They replaced 4,000 pieces of the Pentagon's historic limestone façade. They moved 4,600 personnel out of the Pentagon on September 12, 2001 and by September 11, 2002 had moved 3,000 people back in. They made the Pentagon whole again. The spirit of the American people was celebrated on the one-year anniversary of the terrorist attack with the Pentagon's "United in Freedom" Observance and Worker Appreciation Ceremony.

Approximately 13,000 people attended the "United in Freedom" Observance, including victim's families, Pentagon personnel and construction workers. President George W. Bush addressed the guests and



*General Richard B. Myers, Chairman of the Joint Chiefs of Staff, thanked the "Hard Hat Patriots" of the Phoenix Project. "You've restored this great building ahead of schedule, with muscle, determination, marble, cement and Indiana limestone," he said. "You did more than repair our windows and walls; you repaired our souls. In the process, you turned this building into another symbol, one of American resilience."*

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*President Bush leads the Pledge of Allegiance. During his remarks Secretary Rumsfeld stated, "In a sense, we meet on a battlefield. If it does not appear so today, that is because of the singular devotion of the men and women who worked day and night to fulfill a solemn vow that not one stone of this building would be out of place on this anniversary. We thank you for your dedication and accomplishment."*



*In addition to the classmates of the children on board Flight 77 (pictured above) President Bush was joined on stage by five representatives of the Phoenix Project. Pictured from left to right are Daniel Pfeilstucker, Andrew Curtin, Francis Wallace, William Pickens and Edward Wood. All were key contributors to the success of the Phoenix Project.*

## 9/11/01 - 9/11/02 (Cont. from page 1)

a worldwide television audience along with Secretary of Defense Donald H. Rumsfeld and Chairman of the Joint Chiefs of Staff General Richard B. Myers. The large U.S. flag draped over the side of the Pentagon after the September 11 attack was unfurled over the point of impact during the ceremony and a moment of silence was observed at 9:37 a.m. President Bush led the Pledge of Allegiance accompanied by classmates of the children aboard Flight 77, five Enduring Freedom soldiers and five Phoenix Project team members.

Following the morning observance, approximately 6,000 people attended the Worker Appreciation Ceremony to recognize the achievements of the Phoenix Project team. Deputy Secretary of Defense Paul Wolfowitz, Pentagon Renovation Program Manager, Lee Evey, and Deputy Program Manager, Mike Sullivan were joined by Phoenix Project representatives Ron Vermillion and Allyn Kilsheimer. Richard Moe, President of the National Trust for Historic Preservation, and John Nau, Chairman of the Advisory Council on Historic Preservation presented Wolfowitz with a special award to recognize the efforts taken by the Department of Defense and the Pentagon Renovation Program to restore the national landmark in a historically accurate manner.

"Over the last 11 months, as thousands of people passed by the Pentagon each day, they witnessed a remarkable transformation. Charred walls, once broken and burned, became whole once more," Wolfowitz stated during his remarks.

One year ago, emergency responders ran into those charred and burning walls to fight the fire and save lives. The FBI began its crime scene investigation and credited the speed of the two-week on-site investigation, anticipated to take three months, to the support of the Pentagon Renovation Program, who provided emergency materials and manpower around the clock.

On September 12, 2001, more than 250 construction workers arrived at the crash site looking for a way to help, eager to begin rebuilding. "It took strong leadership

*(Cont. on page 6)*

### **PENTAGON PERSONNEL RETURN TO ONCE DESTROYED OFFICES**

“On September 11, 2001, I was watching CNN and had my back to the [blast-resistant] windows—I stood less than a foot away,” accounted Peter Murphy, General Counsel to the Commandant of the Marine Corps, in an e-mail to Pentagon Renovation Program Manager Lee Evey. “When American Airlines Flight 77 hit, I was tossed to the other side of my office. If [the Pentagon Renovation Program] had allowed lesser quality windows, I would certainly be dead now, as would other members of my staff. “

Emotional accounts like Murphy’s provided additional motivation to the Pentagon Renovation Program and Phoenix Project team members who moved Murphy and his staff back into their once destroyed E-ring office directly above the point of impact on August 15, 2002, only 338 days after the attack.

“There was some apprehension,” Murphy said. “Not whether we should, but in the emotional sense of the people who died here who don’t get to come back. It’s a reminder of that. But at the same time, all of us felt it was important to come back and carry on, the idea that we aren’t going to have our future dictated by terrorists.”

As Evey explained in his address at the Worker Appreciation Ceremony on September 11, 2002, “Shortly after the events of September 11, our program promised the American public that we would restore the building, on the famous E-Ring, so that on September 11, 2002, just one year later, people could sit at their desks, inside the building, on the E-Ring at the point where the aircraft hit, and watch the ceremony we are attending at this very moment.”

Murphy was astonished when Pentagon Renovation officials told him he would reoccupy his office before a year had passed. “The idea of getting back in seemed so unrealistic,” Murphy said. “It was God-awful in there.”

Evey and his team did even better than promised. When Murphy and his staff moved back into the very same office they fled on September 11, 2001, 28 days earlier than expected, everything looked exactly as it did before the attack. Demolition crews had even managed to salvage Murphy’s antique desk, given to him as a gift by a former Commandant.

Over the next few weeks, 590 tenants were moved into the newly reconstructed E-ring and 3,000 populated the recovered sections of Wedge 1 on all five floors. Initially estimated to be complete by spring 2003, the remaining C and D-rings of the Phoenix Project will be occupied by the end of the year.



*Top, damage to Peter Murphy's office resulting from the terrorist attack. Center, the same office on moving day, August 15, 2002. Bottom, Sgt. Timothy Garofola is fully operational in Murphy's reception area.*



### MOVING ON... BUT NEVER FORGETTING PENTAGON MEMORIAL EFFORTS



*A dedication capsule (left) is placed in the facade of the building just behind an original piece of limestone, still charred from the heat of the blast resulting from the impact of Flight 77. The dedication capsule is intended to never be*

*unearthed but will remain in the wall as a constant reminder of the events of*

In the year following the terrorist attack on the Pentagon, shock quickly gave way to resolve and determination as the Pentagon was rebuilt. As employees return to their once damaged offices and renovation work continues, the frenzied atmosphere has given way to reflection. The lives lost and the heroes of 9/11 will be commemorated in a variety of memorials inside and around the Pentagon.

The final piece of limestone placed on the building facade on June 11 won't always be the Pentagon's lone visible reminder of the attack. Plans are underway for a permanent outdoor memorial to be located on the Pentagon's west side, near the old heliport, adjacent to Route 27. Meanwhile inside the building, and directly behind the stone, a memorial dedicated to "America's Heroes" has been erected adjacent to the new Meditation Room, where Pentagon personnel can go to reflect on the events of the past year.

The Baltimore District of the U.S. Army Corps of Engineers (USACE) is managing design and construction of the Pentagon's public memorial. The USACE, in conjunction with family members of the victims, formed a Family Steering Committee, which began meeting in March 2002 to discuss potential sites for the monument. In April, a two-stage competition began for memorial design concepts. By

September 11, 2002, over 1,100 contestants from around the world had submitted proposals. The final six selections were presented on Thursday, October 17 at the Pentagon. Four of the six finalists hail from New York, while two international finalists are from Canada and New Zealand. The USACE of Engineers plans to announce the final winner of the design competition in December 2002.

An internal memorial was developed as part of the Wedge 1 recovery effort. On the E-ring of the first floor, the America's Heroes Memorial features the engraved names of the 184 people



*A rendering of one of the six designs selected for the outdoor Pentagon Memorial. 9/11/01.*

lost in the 9/11 attack on the Pentagon and one name of a Pentagon employee who died in New York. Special parchment is provided for visitors who want take rubbings of the names as mementos, as well as a sign-in book which contains photos and biographies of the September 11 victims. The Meditation Room next door to the memorial is a quiet, dimly lit room, with a stained glass rendering of the September 11 commemorative logo.



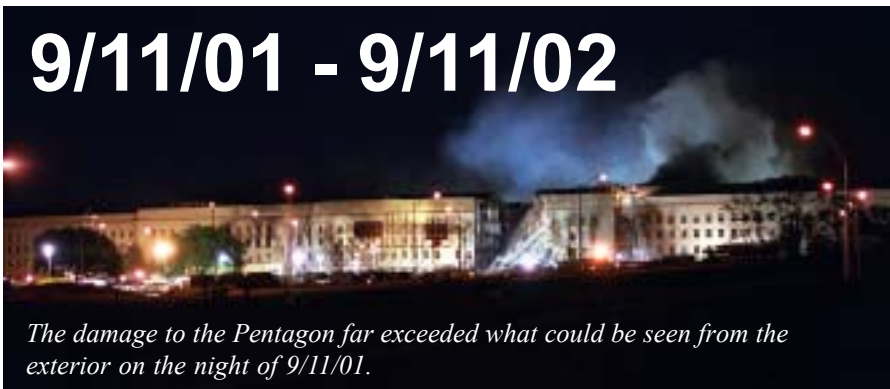
A view of the guest books and biography table at the America's Heroes Memorial (top left). Above, a marble engraving containing the names of all of the Pentagon attack victims.



Lower left, Carol Anderson-Austra (center), Program Manager for the Pentagon Memorial Project is surrounded by members of the jury responsible for selecting the final memorial design. Jury members include Lynne Cheney, wife of Vice President Richard Cheney, former Secretary of Defense Dr. Harold Brown, several professional architects, engineers and artists, and family members of the victims. Several of the jury members visited the memorial site for a swearing-in ceremony before reviewing the initial design submittals.

For more information on the  
Pentagon Memorial Design Competition, visit  
<http://pentagonmemorial.nab.usace.army.mil>  
or  
<http://memorialcompetition.pentagon.mil>

### 9/11/01 - 9/11/02



*The damage to the Pentagon far exceeded what could be seen from the exterior on the night of 9/11/01.*

*(Cont. from p. 2)*

to harness that energy and keep that raw emotion working the long hours, weekends and holidays,” said Sullivan.

The Pentagon Renovation Program took control of the crash site in early October 2001 but delayed demolition until October 18 to allow an appropriate amount of time after the memorial ceremony held for the families of the victims on the one-month anniversary. The Pentagon’s outer three rings between Corridors 4 and 5 were demolished down to the original 1941 floor slab. By working around

the clock, the demolition of the 400,000 square foot area was completed on November 19, approximately six months faster than originally estimated.

Reconstruction began the same day, fueled by a work force peaking at 1,000 laborers per day. The Phoenix Project, named after the mythological bird symbolic of rebirth and immortality, was rising from the ashes. Support from within the Pentagon and around the nation fueled the worker’s motivation. Displaced Pentagon personnel moving back into the B-ring in late February 2002, watched the reconstruction firsthand. They hung posters with messages of appreciation and encouragement to the construction workers laboring through rain, sleet and chilling temperatures to remain weeks ahead of schedule.





The final concrete was poured on April 5, 2002. Workers celebrated with a Topping Out Ceremony attended by Secretary Rumsfeld and Deputy Secretary Wolfowitz. Wolfowitz placed the final slab of 4,000 pieces of new limestone on June 11, 2002 along with a dedication capsule as hundreds of construction workers cheered him on.

The first tenants moved back into the Phoenix Project area on August 15, 2002 directly above the point of impact on the E-ring. By September 11, 2002, approximately 3,000 Pentagon tenants were moved back into Wedge 1.

During the Worker Appreciation Ceremony, Evey remarked, "The dramatic activities of the Phoenix Project have achieved success, quickly restoring the Pentagon to full operation while also serving as a concrete representation of the healing process underway across our nation. The American public has stood transfixed as this effort has unfolded, their faith in their nation and in their fellow citizens once again reaffirmed."



*A special award is presented to Deputy Secretary of Defense Paul Wolfowitz (center left) and Pentagon Renovation Program Manager, Lee Evey (center right) for the efforts of the Department of Defense to rebuild the damaged Pentagon with historical accuracy. During his remarks Evey stated, "We promised, with the eyes of the nation on us, that we would rebuild the damaged portions of the Pentagon faster than anyone has a right to expect. Today we are delivering on that promise. We are back in business with a building stronger and more capable than ever before. Better able to defend our freedoms, more effective at performing its mission. America, I give you back your Pentagon."*

*Approximately 13,000 people assembled at the Phoenix Project Site on 9/11/02 to commemorate the events of the past year and remember those lost.*



## METRO ENTRANCE FACILITY TREE DONATIONS



*Deputy Secretary of Defense Paul D. Wolfowitz (behind podium) and congressional leaders at the tree planting ceremony on September 10. At the right, one of the red ash trees donated by the Champion Tree Project.*



*Workers planting the red maples donated by American Forests.*

When the Metro Entrance Facility has its grand opening in November 2002, commuters will see some extra touches added to the landscape. The National Tree Trust, Champion Tree Project and American Forests have donated a total of 81 trees to the Pentagon Renovation Program.

Deputy Secretary of Defense Paul D. Wolfowitz joined Senate Armed Services Committee Chairman Carl Levin and other congressional members from Michigan in a ceremony marking the creation of a living memorial on the grounds of the Pentagon on Tuesday, September 10, 2002. At that time, nine champion red ash trees, which were grown in Michigan and provided by the National Tree Trust and the Champion Tree Project were planted outside the Pentagon's new Metro Entrance Facility.

As part of its Memorial Tree Grove effort, American Forests will be donating 72 trees to the Pentagon Renovation project with the support from the U.S. Forest Service and Eddie Bauer. The first group of trees, 16 red sunset maples, were planted on October 17, 2002.

***The Pentagon Renovation Program would like to thank everyone who made these beautiful donations possible. For more information visit the organizations' web sites:***

***Champion Tree Project:***  
***[www.championtreeproject.org](http://www.championtreeproject.org)***

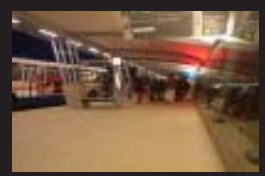
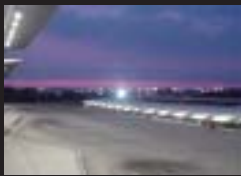
***American Forests:***  
***[www.americanforests.org](http://www.americanforests.org)***

## METRO ENTRANCE FACILITY GRAND OPENING

**THURSDAY, NOVEMBER 21, 2002**

for details, visit

<http://renovation.pentagon.mil>







*In Wedge 2, workers are installing baskets for the cable trays and conduit that will hold data lines.*



*On the Intake/Outfall project, the first section of the microtunneling machine is being placed into the intake shaft.*



*Commuters now have access to more pathways leading from the Metro escalators to the bus platforms and to the Pentagon.*

## PENTAGON RENOVATION PROGRAM "Project Watch"



### Wedge 1 Recovery/ Phoenix Project

The E-Ring is 100% occupied. Full occupancy of the C & D Rings expected by January.

### Wedges 2-5

Short Interval Production Schedule (SIPS) on the first 10,000 sq. ft. is 73% complete.

### Metro Entrance Facility (MEF)

Additional pathways to the building from the bus loop have been opened. Crews are still on schedule for a full opening in November 2002.



### Pentagon Athletic Center (PAC)

Constructing temporary parking on Mall and River Terraces in preparation for phase 1 waterproofing. Installation of PAC foundation is ongoing.

### Intake/Outfall

Tunneling equipment is on site and being installed in preparation for construction of the intake tunnel.

## An Introduction to “The Renovators”

The Pentagon Renovation Program, referred to internally as “PENREN,” is an operation that relies heavily on teamwork for its success. Of the 400 core staff members, PENREN is comprised of approximately 22 percent government and 78 percent contractor personnel. The people challenged with renovating the nation’s military headquarters are some of the best and brightest in their respective fields, including acquisition and contracting, architecture and engineering, construction management, health and occupational safety, information management and telecommunications, scheduling, relocation planning, management and logistics and resource management. In addition, PENREN considers all of the stakeholders part of its essential team, including the Pentagon Building Management Office, Federal Facilities Division, Pentagon Force Protection Agency, Arlington County, various historical commissions, and several local advisory agencies to ensure that the renovated Pentagon will be completed “*On Cost, On Schedule, and Built for the Next 50 Years.*”

In this regularly scheduled column you will find stories of the individuals who keep the Renovation Program on track.



**Wendy Thompson,  
Wedges 2-5 Team  
Leader, Pentagon  
Renovation Pro-  
gram**

Since joining PENREN in 1994, Wendy Thompson has led several key projects and teams.

For the past 20 months, she has been in charge of all renovation efforts for Wedges 2-5, a phased design-build renovation of over 4.5 million square feet of space in The Pentagon. The nine-year, \$900 million project is on an accelerated schedule for completion in December 2010, four years sooner than originally planned. Wendy has enjoyed the unique challenges brought on by the re-phasing of the Wedge 2-5 renovation and the accelerated schedule. “At first, it was difficult to get everyone to buy into the new production schedule,” she says, “But now that we’re well into the renovation, I think the entire team is committed to accomplishing our goal.”

Before Wedges 2-5, Wendy was PENREN’s project leader for the Remote Delivery Facility, which was the Pentagon’s first large-scale design-build project. She has also served as Pentagon Athletic Facility Project Leader, Acquisition Team Leader, and Chief of Contract Administration. Prior to coming to PENREN, Wendy managed design and construction projects for the U.S. Coast Guard in Hawaii, Japan, and the Pacific Islands. She started her career with Turner Construction Company in New York and San Francisco. Wendy has enjoyed having the opportunity to do so many different things at PENREN. “It’s been really rewarding to see projects go from the idea phase to completion.” She is also proud to have been an integral part of the advancement of innovative acquisition strategies on the Program.



**Dave Gabel,  
Wedges 2-5  
Deputy Team  
Leader, Pentagon  
Renovation  
Program**

Few can boast to having more experience renovating the Pentagon

than Dave Gabel. When he came to PENREN in 1991, he brought 10 years of experience with USACE, where he managed projects in Pennsylvania and Maryland. He was the resident engineer in charge of construction of the mobile office complex that serves as PENREN’s base of operations. He would later manage the construction of the Heating & Refrigeration Plant, the Pentagon’s new water and sewer lift station, the Tri-Care Clinic and the first phase of the basement renovation. Dave cites PENREN’s cutting edge acquisition and innovative business practices as reasons for his long tenure with the program. “Plus,” he says “The accelerated nature of our projects keeps things interesting.”

In 1998, Dave Gabel took over as the Deputy Team Leader for Wedge 1, which would become infinitely more challenging on September 11, 2001, when a nearly completed renovation became a disaster recovery and rebuilding effort. Despite

national interest given to the Phoenix Project, the modest and unassuming Gabel has given the same level of energy and attention to all of the projects he's been a part of. When asked about the most difficult part of the Wedge 1 recovery, his response is, "With all of the renovations, the hardest and most important part is keeping everything and everyone in the building operational while we do our work."



**Jim Cassidy,  
Wedges 2-5  
Design  
Manager, 3D/  
International**

As the Design Manager for Wedges 2-5, Jim Cassidy acts as liaison between PENREN and the design-build team led by Hensel Phelps Construction. Although he is a recent member of the Program, Jim worked with PENREN while he was with HOK Architects, as the construction administrator for the Wedge 1 renovation. For 12 years before joining HOK, Jim was a project manager on commercial and institutional construction projects in Philadelphia, New York and Baltimore.

He describes coming to PENREN as "an interesting opportunity that I couldn't pass up." One of the things that makes his job so interesting is the daily coordination with stakeholders. Cassidy says, "There are a number of tenant groups, contractors and subcontractors that must all be on the same page... It's important to always build a group consensus." Jim is very excited about his new duties, largely because of the people he gets to work with. "The people here are a unique group of professionals who are dedicated, flexible and always willing to support the mission."

## Frequently Asked Questions:

**Q: Now that September 11 has come and gone, is the Phoenix Project still ahead of schedule?**

**A:** Originally, our goal was to complete the entire Phoenix Project by March 2003. We are still ahead of schedule and expect to move the last Pentagon tenants back into Wedge 1 by January 2003.

**Q: When will the Metro Entrance Facility be completed?**

**A:** Construction on the MEF is about 99% complete. There will be a Grand Opening on November 21, 2002.

**Q: How can I visit the America's Heroes Memorial, dedicated to the victims of 9/11?**

**A:** The America's Heroes Memorial and Meditation Room is open to all Pentagon personnel and (properly escorted) visitors who wish to see them. Just proceed down Corridor 4 on the first floor to the E-Ring.

Please send questions, comments, concerns, kudos, and complaints to  
**[renovation@army.pentagon.mil](mailto:renovation@army.pentagon.mil)**.

Please visit the PENREN web site for the most up-to-date information about renovation activities.  
**<http://renovation.pentagon.mil>**



## PENREN SAYS “GOODBYE” TO LEE EVEY



Lee Evey surveys his PENREN team before the 9/11/02 commemorative ceremony that recognized the achievements made by the Phoenix Project workers to rebuild the Pentagon in less than a year.

On September 16, 2002, the Pentagon Renovation Program said goodbye to Program Manager Lee Evey. After 35 years of government service, five of those spent guiding PENREN to success, Evey is ready for a long overdue vacation before moving on to his next challenge.

“I came to work at the Pentagon Renovation Program the day before Thanksgiving, 1997.” With those words, Walker Lee Evey often begins recounting the tale of how he found himself responsible for the most complex renovation project ever undertaken by the federal government. With no previous construction experience, Evey considered himself a “contracts guy” and brought to PENREN new ideas about how government construction projects should be accomplished. His first act as Program Manager was to reorganize PENREN into Integrated Product Teams, streamlining the decision making and approval process. Evey then revolutionized government construction contracting by introducing the design-build approach to PENREN projects and developing award fees and incentive fees to encourage contractor innovation.

Little did Evey know just how valuable these tools would be when his team was called on to recover from the damage caused by the terrorist attack. After the attack, Evey postponed his planned retirement from January 2002 to September 2002 as he and his Program were thrust into the national spotlight.

Evey’s leadership and motivation were largely responsible for the success of the Phoenix Project. He leaves behind a safer and stronger Pentagon, several PENREN projects coming in under budget and ahead of schedule, and a team of people richer for the opportunity to have learned from him and grateful to be able to call him a friend.



**Pentagon  
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Program**

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(703) 697.HELP (4357),

**<http://renovation.pentagon.mil>**

Pentagon Renovation Program Office  
100 Boundary Channel Drive  
Arlington, VA 22202

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Acting Program Manager _ _ _ _ _	Mike Sullivan
Mgmt. & Support Svcs. Group Leader _ _ _ _ _	Sandra Dutson
Information & Communications Team Leader _ _	Brett Eaton
Communications Specialist _ _ _ _ _	Rachel Decker
Communications Specialist _ _ _ _ _	George Jackson
Web Site and Graphics Specialist _ _ _ _ _	Bill Hopper